



TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Bill and Account Collectors

INPUT SECTION:

Transfer	Title	O* NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Bill and Account Collectors	43-3011.00	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

94

Ability TORQ				Skills TORQ				Knowledge TORQ			
Level			95	Level			93	Level			93
Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Deductive Reasoning	48	1	56	Mathematics	57	4	71	Clerical	71	7	69
				Time Management	64	1	73				



















LEVEL and IMPT (IMPORTANCE) refer to the Target Bill and Account Collectors. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Bill and Account Collectors.

ASK ANALYSIS
















Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Oral Expression	64	59	90
Oral Comprehension	60	55	78
Speech Clarity	52	37	78
Problem Sensitivity	47	42	68
Near Vision	59	53	68
Written Comprehension	59	53	65



Speech Recognition	51			46		65
Written Expression	61			53		62
Information Ordering	51			41		62
Deductive Reasoning	47			48		56
Inductive Reasoning	46			42		53
Category Flexibility	42			39		50





















Skill Level Comparison - Abilities with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Active Listening	69 	 67	 83
Speaking	68 	 68	 79
Reading Comprehension	67 	 65	 74
Time Management	63 	 64	 73
Mathematics	53 	 57	 71

Knowledge Level Comparison - Knowledge with importance scores over 69

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Importance
Customer and Personal Service	71 <div><div></div></div>	<div><div></div></div> 64	<div><div></div></div> 73
Clerical	64 <div><div></div></div>	<div><div></div></div> 71	<div><div></div></div> 69

Experience & Education Comparison

Related Work Experience Comparison				Required Education Level Comparison			
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors		Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	
10+ years	14%		0%	Doctoral	0%		0%
8-10 years	1%		0%	Professional Degree	2%		0%
6-8 years	14%		13%	Post-Masters Cert	1%		0%
4-6 years	12%		0%	Master's Degree	9%		0%
2-4 years	21%		21%	Post-Bachelor Cert	0%		0%
1-2 years	17%		32%	Bachelors	26%		0%
6-12 months	12%		16%	AA or Equiv	11%		27%
3-6 months	1%		3%	Some College	15%		28%
1-3 months	1%		8%	Post-Secondary Certificate	4%		13%
0-1 month	0%		0%	High School Diploma or GED	27%		30%



None	2%	3%	Of GED		
			No HSD or GED	0%	0%
First-Line Supervisors/Managers of Office and Administrative Support Workers			Bill and Account Collectors		
Most Common Educational/Training Requirement:					
Work experience in a related occupation			Short-term on-the-job training		
Job Zone Comparison					
3 - Job Zone Three: Medium Preparation Needed			3 - Job Zone Three: Medium Preparation Needed		
Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.			Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.		
Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.			Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.		
Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.			Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.		

Tasks

First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors
Core Tasks	Core Tasks
Generalized Work Activities:	Generalized Work Activities:
<ul style="list-style-type: none"> • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person. • Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time. • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance. 	<ul style="list-style-type: none"> • Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information. • Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources. • Processing Information - Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data. • Making Decisions and Solving Problems - Analyzing information and evaluating results to choose the best solution and solve problems. • Evaluating Information to Determine Compliance with Standards - Using relevant information and individual judgment to determine whether events or processes comply with laws, regulations, or standards.
Specific Tasks	Specific Tasks
Occupation Specific Tasks:	Occupation Specific Tasks:
<ul style="list-style-type: none"> • Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes. • Arrange for necessary maintenance and repair work. • Compute figures such as balances, totals, and commissions. 	<ul style="list-style-type: none"> • Advise customers of necessary actions and strategies for debt repayment. • Arrange for debt repayment or establish repayment schedules, based on customers' financial situations. • Confer with customers by telephone or in person to determine reasons for overdue payments and to review the terms of sales, service, or credit contracts.



and commissions.

- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their effects on departmental operations.
- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.

- Drive vehicles to visit customers, return merchandise to creditors, or deliver bills.
- Locate and monitor overdue accounts, using computers and a variety of automated systems.
- Locate and notify customers of delinquent accounts by mail, telephone, or personal visits to solicit payment.
- Negotiate credit extensions when necessary.
- Notify credit departments, order merchandise repossession or service disconnection, and turn over account records to attorneys when customers fail to respond to collection attempts.
- Perform various administrative functions for assigned accounts, such as recording address changes and purging the records of deceased customers.
- Persuade customers to pay amounts due on credit accounts, damage claims, or nonpayable checks, or to return merchandise.
- Receive payments and post amounts paid to customer accounts.
- Record information about financial status of customers and status of collection efforts.
- Sort and file correspondence, and perform miscellaneous clerical duties such as answering correspondence and writing reports.
- Trace delinquent customers to new addresses by inquiring at post offices, telephone companies, credit bureaus, or through the questioning of neighbors.

Detailed Tasks

Detailed Work Activities:

- advise clients or customers
- collect overdue bills
- collect payment
- confer with customer to review terms of credit or payment plan
- drive automobile, van, or light truck
- locate persons (skip tracing)
- maintain account records
- maintain records, reports, or files
- negotiate payment arrangements with customers
- obtain information from individuals
- type letters or correspondence
- use computers to enter, access or retrieve data
- use interviewing procedures

Tools - Examples

- Autodialers



- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities
- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers

- Laptop computers

- Personal digital assistants PDA

- Scanners



- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture
- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

Labor Market Comparison			
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Bill and Account Collectors	Difference



Median Wage	\$ 38,420	\$ 29,770	\$(8,650)
10th Percentile Wage	\$ 26,110	\$ 22,070	\$(4,040)
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 47,860	\$ 35,480	\$(12,380)
90th Percentile Wage	\$ 59,480	\$ 42,380	\$(17,100)
Mean Wage	\$ 41,030	\$ 31,400	\$(9,630)
Total Employment - 2007	7,710	1,590	-6,120
Employment Base - 2006	7,720	1,596	-6,124
Projected Employment - 2016	7,979	1,769	-6,210
Projected Job Growth - 2006-2016	3.4 %	10.8 %	7.5 %
Projected Annual Openings - 2006-2016	185	41	-144

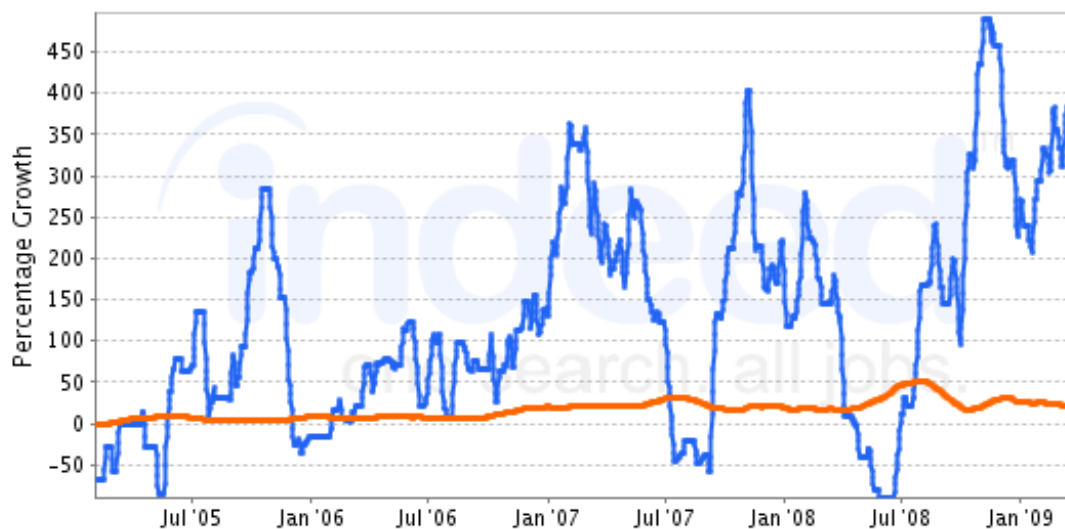
National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers

Trend for
Bill and
Account
Collectors

Job Trends from Indeed.com

— Office Manager — Bill and Account Collector



Data from [Indeed](http://Indeed.com)

Recommended Programs

Banking and Financial Support Services



Banking and Financial Support Services. A program that prepares individuals to perform a wide variety of customer services in banks, insurance agencies, savings and loan companies, and related enterprises. Includes instruction in communications and public relations skills, business equipment operation, and technical skills applicable to the methods and operations of specific financial or insurance services.

Institution	Address	City	URL
Eastern Maine Community College	354 Hogan Rd	Bangor	www.emcc.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	\$38,420.00	\$0.00	3%	185
11-3031.02	Financial Managers, Branch or Department	94	4	2,440	\$67,670.00	\$29,250.00	7%	58
11-9081.00	Lodging Managers	93	3	520	\$43,350.00	\$4,930.00	17%	62
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	\$43,900.00	\$5,480.00	8%	23
11-3041.00	Compensation and Benefits Managers	93	3	200	\$68,560.00	\$30,140.00	2%	5
13-1071.02	Personnel Recruiters	93	4	610	\$41,200.00	\$2,780.00	10%	19
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	\$55,220.00	\$16,800.00	-1%	19
13-2053.00	Insurance Underwriters	92	3	460	\$56,090.00	\$17,670.00	-1%	12
41-3031.01	Sales Agents, Securities and Commodities	92	4	0	\$65,230.00	\$26,810.00	5%	33
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	\$38,830.00	\$410.00	6%	76
11-3011.00	Administrative Services Managers	92	4	1,090	\$56,630.00	\$18,210.00	5%	34
11-3042.00	Training and Development Managers	92	4	140	\$66,670.00	\$28,250.00	7%	4
13-1071.01	Employment Interviewers	92	3	610	\$41,200.00	\$2,780.00	10%	19



41-3031.02	Sales Agents, Financial Services	92	4	0	\$65,230.00	\$26,810.00	5%	33
19-3021.00	Market Research Analysts	91	4	200	\$49,960.00	\$11,540.00	3%	2

Top Industries for Bill and Account Collectors

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Offices of physicians	621100	7.92%	34,407	43,347	25.98%
Depository credit intermediation	522100	5.22%	22,656	23,099	1.95%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	5.06%	21,982	26,361	19.92%
Accounting, tax preparation, bookkeeping, and payroll services	541200	4.72%	20,509	24,323	18.60%
General medical and surgical hospitals, public and private	622100	4.62%	20,056	22,204	10.71%
Management of companies and enterprises	551100	2.57%	11,150	12,854	15.28%
Legal services	541100	2.22%	9,640	10,588	9.84%
Activities related to credit intermediation	522300	2.10%	9,113	11,799	29.48%
Employment services	561300	2.06%	8,925	11,295	26.56%
Office administrative services	561100	1.35%	5,879	7,454	26.79%
Automobile dealers	441100	1.21%	5,265	5,973	13.44%
Professional and commercial equipment and supplies merchant wholesalers	423400	1.02%	4,425	5,158	16.57%
Consumer goods rental	532200	0.97%	4,203	4,572	8.76%
Local government, excluding education and hospitals	939300	0.89%	3,870	4,348	12.34%
Self-employed workers, primary job	000601	0.73%	3,173	3,381	6.54%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%



Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%